

Security

Assistance

Organization

and

Responsibilities



Objectives

- 1. Know the definition and purpose the of Security Assistance Organization (SAO) overseas**
- 2. Know the functions and responsibilities of the SAO**
- 3. Know the organization, staffing, and structure of the SAO**
- 4. Know the functions and responsibilities of the USDR**
- 5. Be familiar with the interactions and relationships of the SAO with the various agencies and activities in the performance of his duties.**
- 6. Be familiar with the rules of engagement**

The image features two stylized globes. The globe on the left shows the continents of North and South America in green against a blue ocean. The globe on the right shows Europe and Africa in green against a blue ocean. The text is overlaid on these globes.

Definition and Purpose of the Security Assistance Office



Security Assistance Organization (SAO)

**The overseas organization,
staffed to insure effective
in-country planning and
management of U.S.
security assistance
programs**



Overseas Security Assistance Organizations

JUSMAG.....Joint U.S. Military Advisory Group (Philippines, Thailand)

JUSMAG-K....Joint U.S. Military Affairs Group - Korea

KUSLO.....Kenya - U.S. Liaison Office

MAAG.....Military Assistance Advisory Group (Dom. Republic, Peru)

MAP.....Military Assistance Program (Jordan)

MDAO.....Mutual Defense Assistance Office (Japan)

MILGP..... ..Military Group (Argentina, Bolivia, Chile, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Venezuela)

MLO.....Military Liaison Office (Belize, Brazil, Eastern



Overseas Security Assistance Organizations (cont'd)

ODC..... Office of Defense Cooperation (Albania, Australia, Bangladesh. Belgium, Bosnia, Bulgaria, Botswana, Cambodia, Croatia, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, India, Indonesia, Italy, Latvia, Lithuania, Macedonia, Malaysia, Mongolia Morocco, Nepal, Netherlands, Niger, Norway, Paraguay, Poland, Portugal, Romania, Senegal, Singapore, Slovakia, Spain, South Africa, Tunisia, Turkey, Ukraine, United Kingdom, Uruguay)



Overseas Security Assistance Organizations (cont'd)

ODR.....Office of Defense Representation (Costa Rica)

ODRP.....Office of Defense Representative - Pakistan

**OMC.....Office of Military Cooperation (Bahrain, Egypt,
Oman)**

OMC-K.....Office of Military Cooperation - Kuwait

**USLO.....U.S. Liaison Office (Djibouti, Eritrea, Qatar,
United Arab Emirates)**

USMTM.....U.S. Military Training Mission (Saudi Arabia)



Functions and Responsibilities



Legislated SAO Functions

()

- **Evaluation of host country (host country) military capabilities**
- **Requirements Determination**
- **Program Monitoring**
- **Training Management**
- **FMS Case Management**
- **SAO Rationalization Standardization**
- **Interoperability (RSI) and International Armaments Cooperative Program (IACP) Responsibilities**

• Sec 515, FEA of 1961



Evaluation of host country Military Capabilities

- **Recommend strategies and priorities to host country that support mutual foreign policy objectives**
- **Provide information to assist U.S. decision makers in formulating U.S. national security strategy**

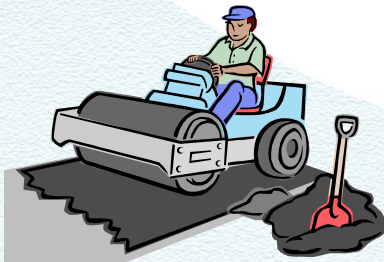


Requirements Determination

■ **Total Package Approach**



Short Term



■ **Goals**



Long Term

■ **Inform contractors**





Program Monitoring

- **End Use Monitoring (EUM) of U.S. origin defense equipment**
- **Host country integration of equipment, services, and training into cohesive defense capability**
- **Promote interoperability**
- **Disposal/Transfer**
- **Leased equipment.**





Training Management

- **Assist host country in identifying, planning, and programming U.S. training**
 - **Submit host country five-year training plan**
 - **Convey host country requirements to MILDEPs**
 - **Provide host country with student prerequisites**
- **Conduct language testing**
- **Prepare Invitational Travel Orders (ITO)**
- **Monitor returning student utilization**
- **Monitor deployed training teams**





FMS Case Management

U.S.



SAO

Country



IA Case Manager



United States of America
Letter of Offer and Acceptance (LOA)
[AT-P-BLZ]
Based on [AUSTDEF ltr 2265 of 10 Apr 92]
Pursuant to the Arms Export Control Act, the Government of the United States (USG) offers to sell to [the Government of Australia, Office of the Naval Attache, 1601 Massachusetts Ave., NW, Washington, DC 20036] the defense articles or defense services (which may include defense design and construction services) collectively referred to as "items," set forth herein, subject to the provisions, terms, and conditions in this LOA.
This LOA is for [Standard Missile Block VI, support items, and services].
Estimated Cost: [\$19,510,825] Initial Deposit: [\$19,560,450]
Terms of Sale: [Cash prior to delivery/dependable undertaking]
Congressional notification 92-17]
This offer expires on [22 July 1992]. Unless a request for extension is made by the Purchaser and granted by the USG, the offer will terminate on the expiration date.
This page through page [4], plus Letter of Offer and Acceptance Standard Terms and conditions included, are a part of this LOA.
The undersigned are authorized representatives of their Governments and hereby offer and accept, respectively, this LOA:
U.S. Signature: [19 May 92] Purchaser Signature: _____
[A. R. DiTrapani] _____
Director _____
Typed Name and Title _____
[Naval International Programs Office] _____
Insurgent Agency _____
Agency _____
DSAA _____ Date _____
Information to be provided by the Purchaser:
Mark For Code _____ Freight Forwarder Code _____ Purchaser Processing Agency
Code _____ Name and Address of the Purchaser's Paying Office _____
Table 701-1, Page 1 of (12) pages
701-12

"INVOLVED IN CASE MANAGEMENT vs. CASE MANAGER"



SAO IACP Responsibilities

- **Coordinate US International Armaments Cooperation Program activities**
- **In-country focal point**
- **Liaison with host country armament director and USG agencies**
- **Exchange information**
- **Know host country acquisition process and defense industry**
- **Advise DoD on cooperation potential**
- **Assist US defense firms**





Legislative Restrictions on SAO Functions

- **No operational advice or training**
 - **Performed by special teams**
 - **Mobile Training Teams (MTTs),**
 - **Mobile Education Teams (METs),**
 - **Technical Assistance Field Teams (TAFTs),**
 - **Educational Technical Service Specialists (ETSSs), etc**





Air Show & Trade Exhibitions Participation

No participation (funding or support) unless:

**USDP has approved direct
DOD participation**

**Congress has been notified
45 days prior**

**Coordination has been
made with MILDEP, Unified
Command and DSCA**

DOD Dir.. 7230.8

USDP/DSCA MSG 021651Z OCT 98



SAO Responsibilities

- **Duties assigned by DoD, unified command or appropriate MILDEP**
- **Administration of assigned/attached personnel**
- **Country team support**
 - **Disaster relief**
 - **Search and rescue**





Administrative Support

- **Country clearances / visitor support (US)**
- **Inn-keeping**
- **Security Cooperation**
 - **Exercises / in-country training deployments**
 - **Personal exchange programs (PEP)**
 - **Title 10 construction/humanitarian civic action (host countryA)**
- **APO services/ AMC flights/cargo**
- **AAFES/commissary programs**
- **Ship visit assistance (support DAO)**
- **Expatriate Legal, TRI-CARE, dental, admin assistance**



Organization Staffing and Structure

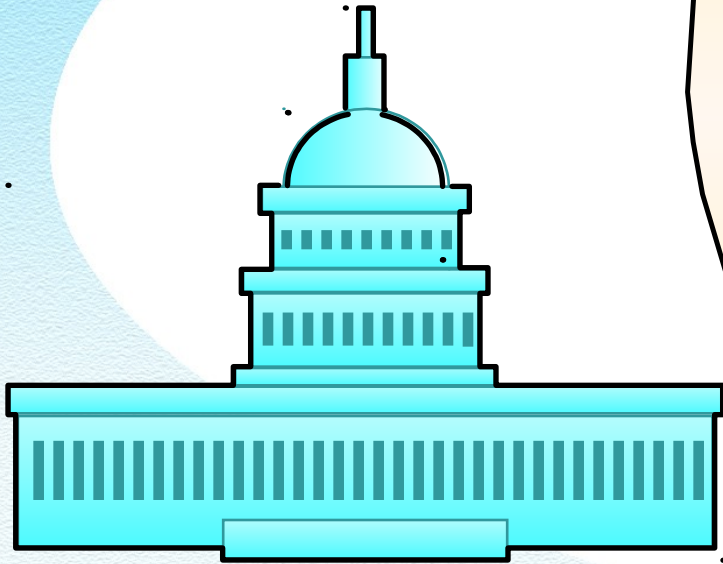
One Size Doesn't



Fit All



Congressional Limitation on Military Staffing



(c) (1) The number of members of the Armed Forces assigned to a foreign country under this section **may not exceed six** unless specifically authorized by Congress.

(c) (2) The total number of members of the armed forces assigned under this section to a foreign country in a fiscal year may not exceed the number justified to the Congress for that country in the congressional presentation materials for that fiscal year, ...

Section 515, Foreign



SEPARATE OFFICES

(SA Administrative Trust Fund supported)

- **SAO - OVER 6
MILITARY + CIVILIANS**



- **SAO - 6 OR FEWER
MILITARY + CIVILIANS**





SAO - Over 6 Military

**USEUCO
M**

**Greece
Turkey**

**USPACO
M**

**Korea
Philippines
Singapore
Thailand**

USCENTCOM

**Egypt
Jordan
Kuwait
Saudi Arabia**

*** DAO Augmented**



SAO - Six or Fewer Military

USSOUTHCOM

Argentina

Barbados**

Belize

Bolivia

Brazil

Chile

Colombia

Costa Rica

Dominican

Republic

Ecuador

El Salvador

Guatemala

Guyana

Haiti

Honduras

Jamaica

**Eastern Caribbean
(Barbados)**

Antigua & Barbuda

Dominica

Grenada

St.Lucia

St.Kitts & Nevis

St.Vincent & the

Grenadines

Nicaragua

Paraguay

Peru

Uruguay

Venezuela

****Civilian**



SAO - Six or Fewer Millions

USEUCOM

**Albania
Belgium
Bosnia-H
Bulgaria
Botswana
Croatia
Czech
Republi
c
Denmark
Estonia
France**

**Georgia
Germany
Hungary
Italy
Lithuania
Macedonia
Moldova
Morocco
Netherlands
Niger**
Norway**

**Poland
Portugal
Romania
Senegal
Slovakia
Slovenia
Spain
South Africa
Tunisia
Ukraine
United Kingdom**



SAO - Six or Fewer Military

USCENTCOM

Bahrain
Djibouti
Eritrea
Kazakhstan**
Kenya
Kyrgyzstan
Oman
Pakistan
Qatar
Turkmenistan
UAE
Uzbekistan

USPACOM

Bangladesh
Cambodia
India
Indonesia
Malaysia
Nepal
Japan



DAO RESPONSIBLE

(SA Administrative Trust Fund supported)

- **AUGMENTED W/ US MILITARY and/or CIVILIANS**



- **ADDITIONAL DUTY**



DAO - Augmented

USEUCOM

Azerbaijan	Latvia
Armenia	Lebanon
Austria	Nigeria
Belarus	Russia
Chad	Rwanda**
Israel**	Sweden

USCENTCO M

Ethiopia
Tajikistan
Yemen

USNORTHCO M

Canada
Mexico

USSOUTHCO M

Panama

USPACOM

Australia
Fiji
Madagascar
Mongolia
Sri Lanka**
Vietnam

**** = Civilian**



DAO - No Augmentation

USEUCOM

**Algeria
Angola
Cameroon
Congo
Finland
Ivory Coast
Malawi
Mozambique
Switzerland
Zimbabwe**

USSOUTHCOM

Suriname

USPACOM

**China
New Zealand**



NO US MILITARY ASSIGNED IN COUNTRY

(SA Administrative Trust Fund supported)

EMBASSY + CIVILIANS





Embassy - FSO Responsible

USEUCOM

Benin	Mali
Cape Verde	Malta
Central African Rep.	Namibia**
Dem. Rep. of the Congo	Sao Tome &
Principe	
Gabon	Swaziland
Ghana**	Tanzania
Guinea	Uganda
Guinea Bissau	Zambia
Lesotho	

USPACOM

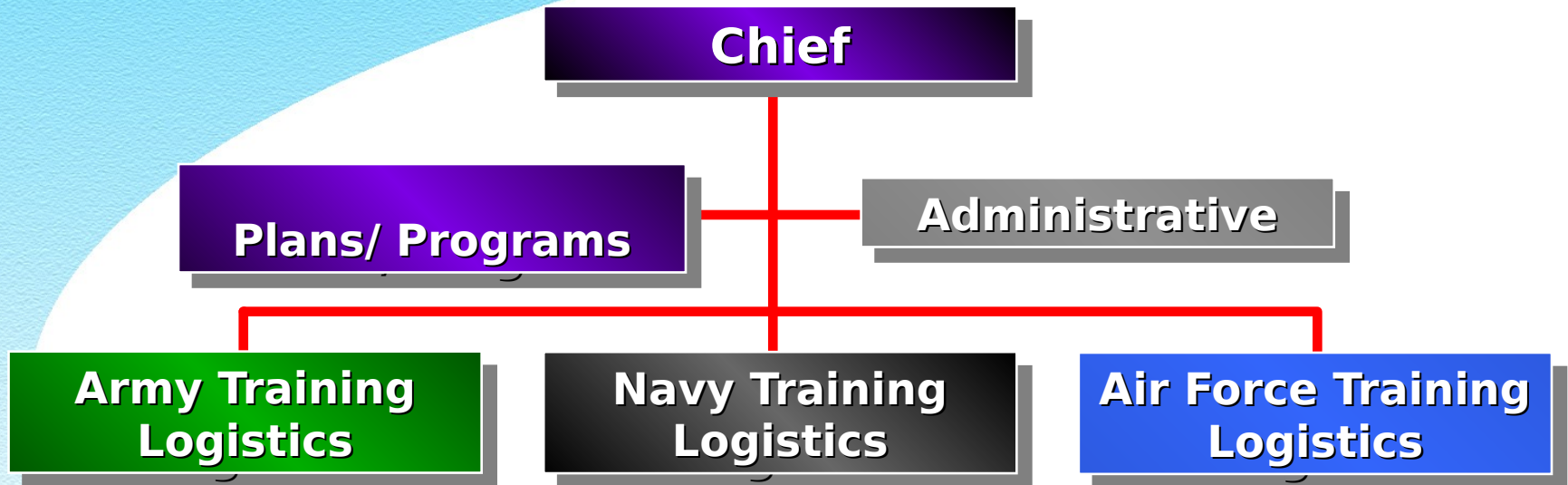
Comoros
Mauritius
Papua New Guinea
Seychelles
Samoa
Solomon Islands
Tonga
Vanuatu

**** Personnel Augmentation**

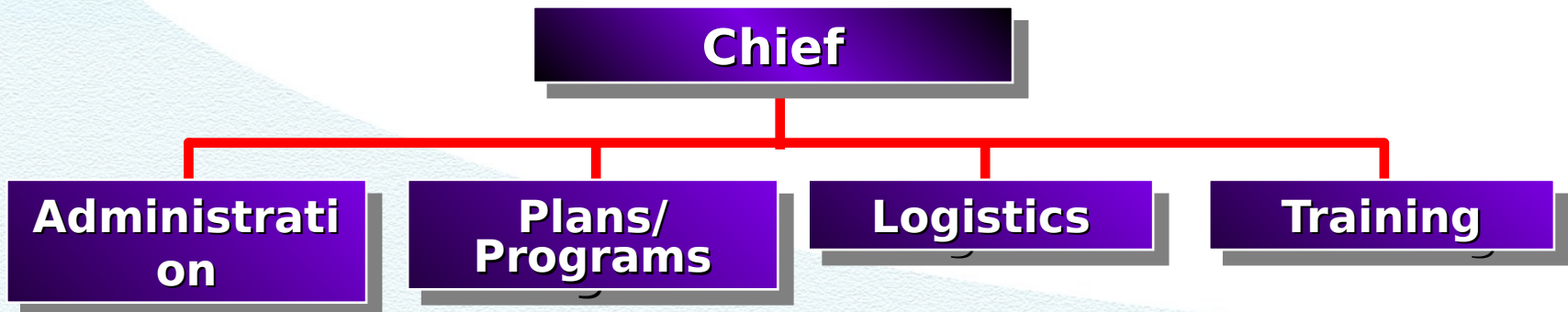


Representative SAO Organizations

DEPARTMENT ALIGNMENT



FUNCTIONAL ALIGNMENT





SAO Impacts on U.S. National Security Objectives

- **Provide basis for US access**
- **Influence host country decision makers**
- **Strengthen host country self-defense**
- **Create greater interoperability**
- **Strengthen host country leadership and professional skills**
- **Further U.S. economic interests**

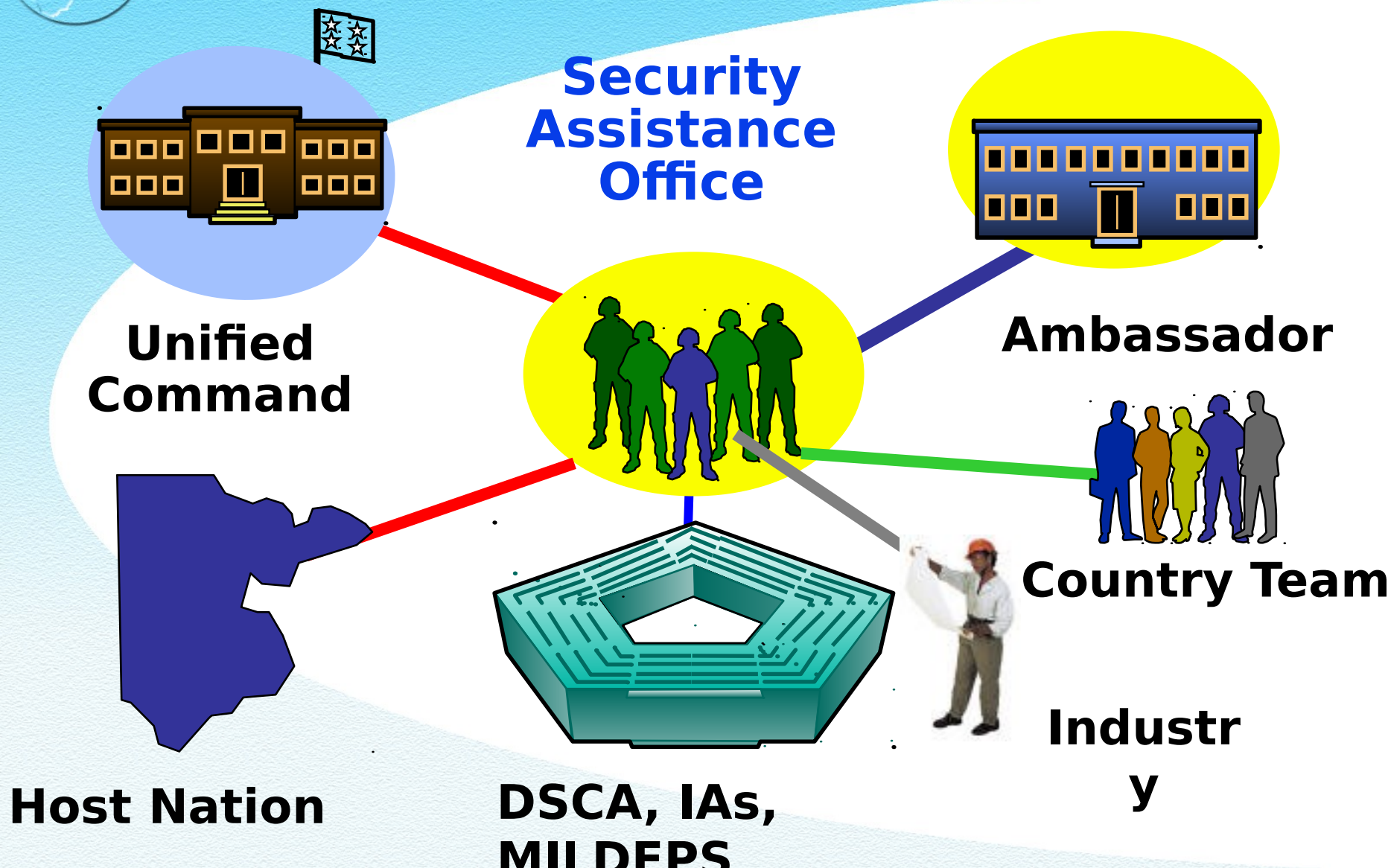
The background features two overlapping globes. The left globe shows the Americas (North and South America) in green against a blue ocean. The right globe shows Europe and Africa in green against a blue ocean. The text is overlaid on these globes.

***I**nteraction **a**nd **R**elationship*

s



SAO Relationships





Chief Of Mission Authority



**Members of the
Armed Forces
assigned to a foreign
country under
Section 515 of the
FAA shall serve
under the direction
and supervision of
the Chief of the
United States
Diplomatic Mission
(COM) to that
Country**



Chief Of Mission Authority

UNITED STATES of AMERICA
Excerpt from the Legislation on Foreign Affairs
Through 1996

**Foreign Service Act of 1980
(P.L. 96-465)**



**Principal Officer
Direction,
Coordination and
Supervision
Keep fully informed
Personal
Representative of
the President**

**Exception:
Employees under
Area Military
Commander**

**Foreign Service Act of
1980, Sec 207**

Unified Command System



President



Secretary of Defense



Chairman JCS

Joint Chief

Combatant Command



NORTH
OM



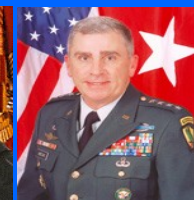
PACOM



SOUTH
OM



EUCO
M



CENTCOM



Service Chiefs



TRANSCOM



SOCOM



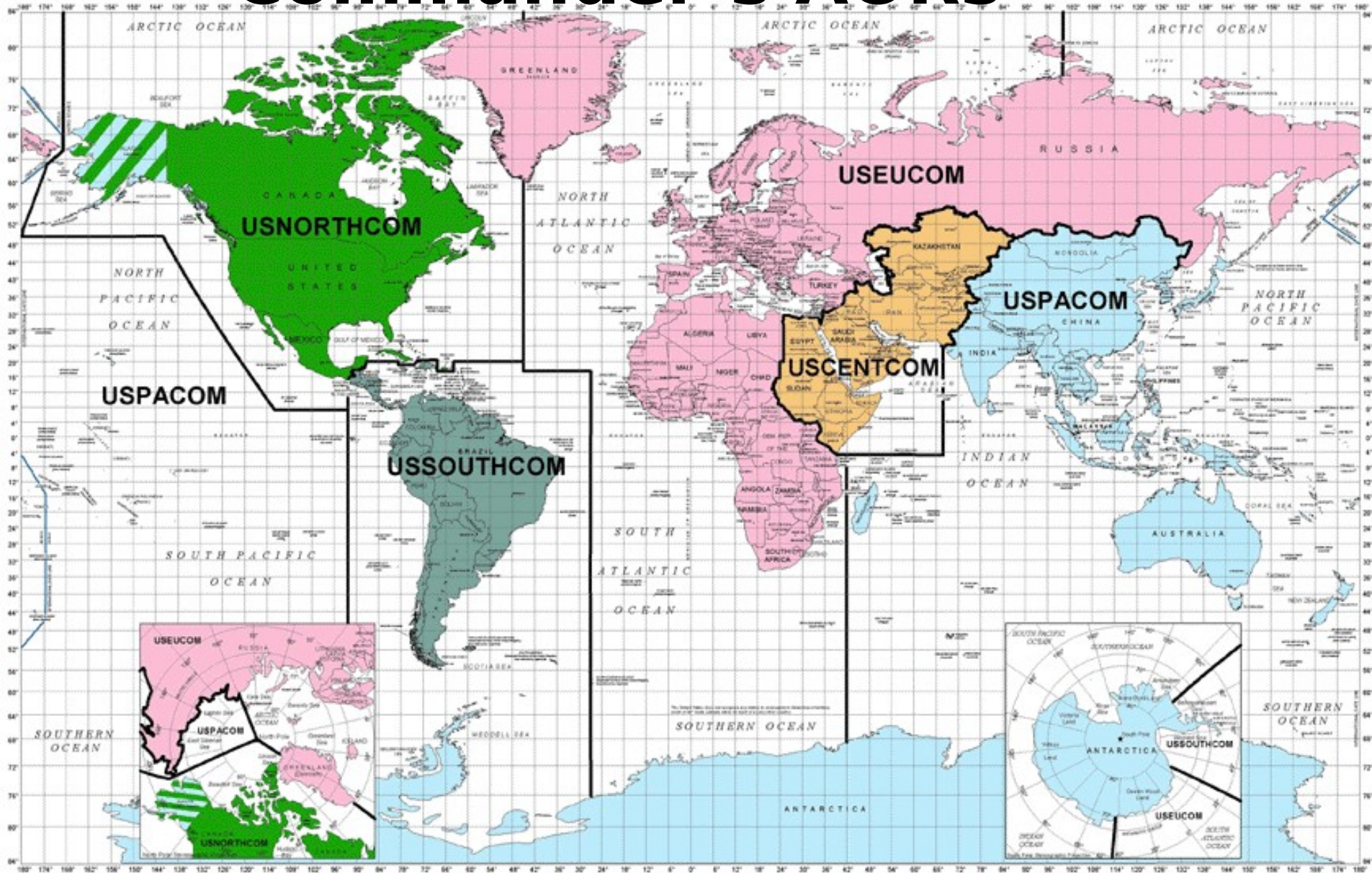
STRATCOM



FCOM



Area Combatant Commander's AORs





Unified Command- Regional Issues/Policy

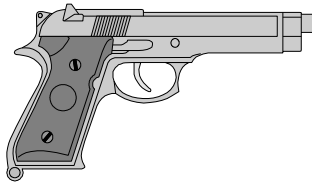


**Regional
Issues/Policy**

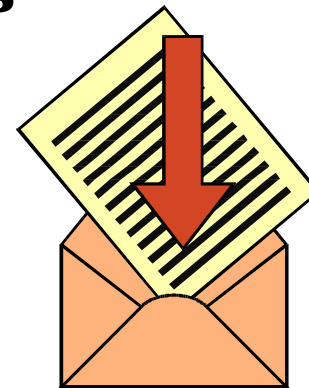




Unified Command Resource Management Support



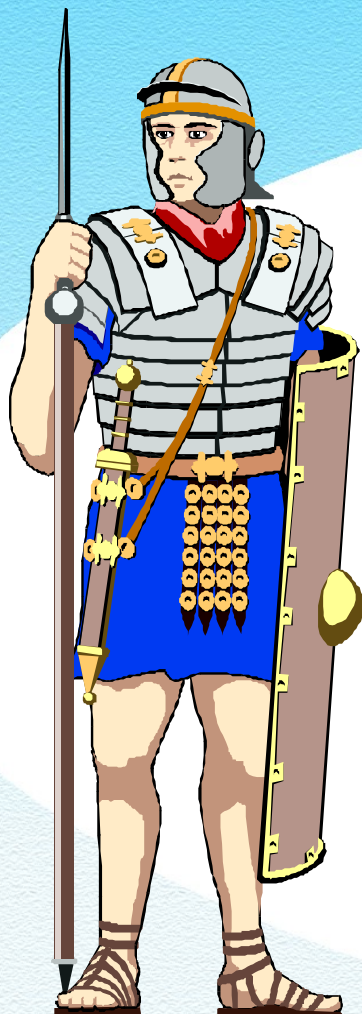
**JMP/Requisiti
ons**



OER



Combatant Commander's AT/FP Responsibilities



BG James Dozier, Kidnapped, Dec 81-Jan 82



MILDEP Support to Unified Commands

4.1. The Secretaries of the Military Departments shall provide or arrange for the administrative and logistic support of the headquarters of the Combatant Commands and the U.S. Element, North American Air Defense Command, as indicated below. Except as indicated below, the support responsibility designated for the headquarters of each Combatant Command extends to the headquarters of all subordinate joint commands established within the Combatant Command.

DoDD 5100.3



Unified Commands

Cognizance for Security Assistance

Title	Administrative Agency	Geographic Area
U.S. European Command (USEUCOM)	Army	Countries in Europe, most of Africa and some in the Middle East, Greenland, Iceland, Sao Tome and Principe, and Cape Verde
U.S. Central Command (USCENTCOM)	Air Force	Comprises the majority of countries in the Middle East and a few African countries
U.S. Northern Command (USNORTHCOM)	Air force	Countries of Bahamas, Canada and Mexico And the United States less Hawaii**
U.S. Pacific Command (USPACOM)	Navy	Countries of the Far East, Pacific and Southeast Asia
U.S. Southern Command (USSOUTHCOM)	Army	Countries of Continental Central and South America and The Island Nations of the Caribbean

Source: Table D-5 SAMM



U. S. Defense Representative (USDR)

- **Represents:**



SECDEF



CJCS



combatant commander

- **Additional duty**
- **Duties as directed by COM and combatant commander**

(DODI 5105.57, 26 Dec 95)



USDR

- **Recommended by:**



combatant commander to

CJCS

- **Approved by:**



USD(P)



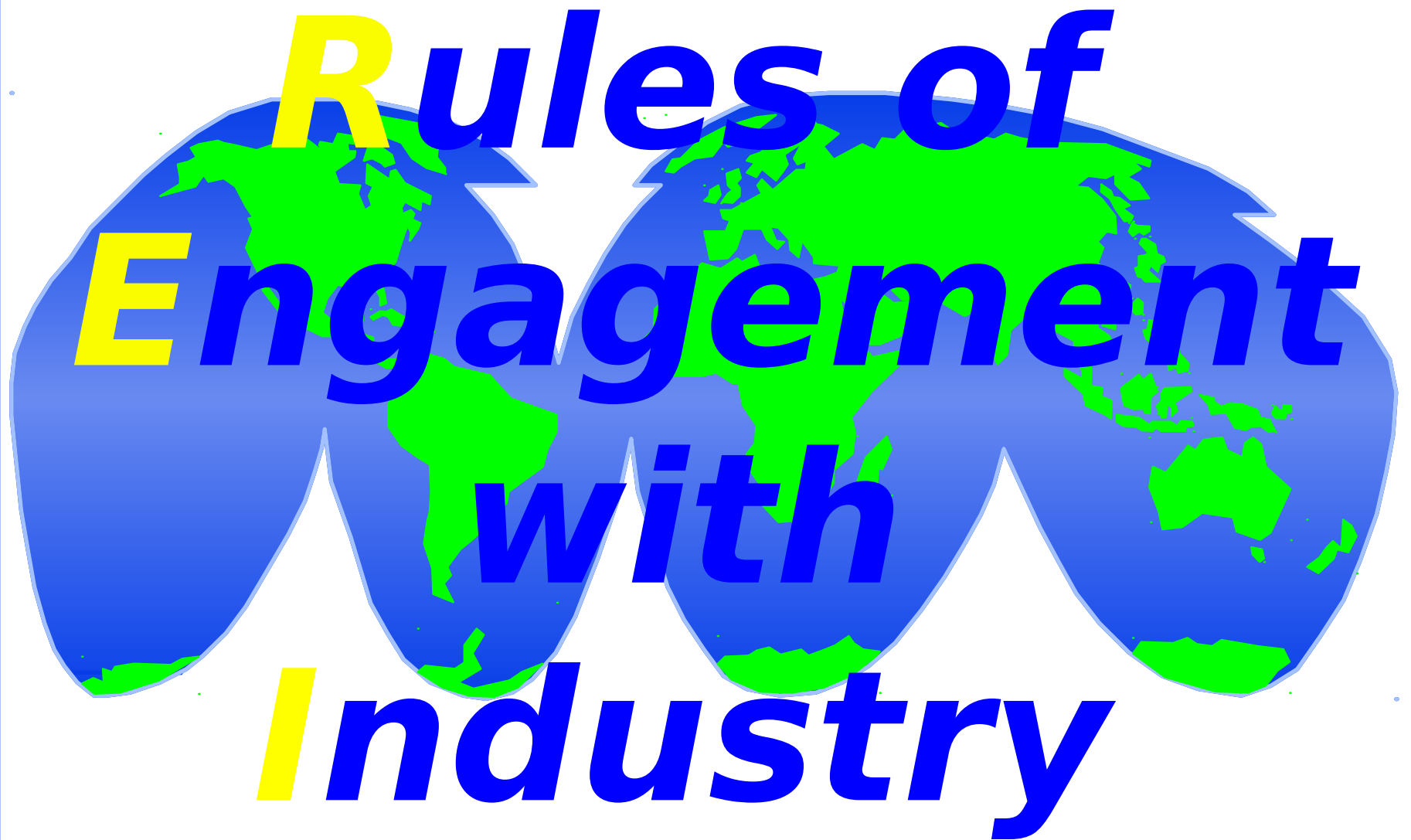
USDR Responsibilities

- **POC to USG officials for in-country defense issues and activities**
 - **Administrative and Force Protection issues**
 - **Information flow**
 - **High level visits (Congressional Delegations, etc.)**



USDR Responsibilities (Con't)

- **Directive authority over DoD noncombatant element personnel in cases of emergency**
- **Diplomatic-type representational duties (no DATT assigned)**
- **Will not become involved in intelligence matters (SAO Designated USDR)**



Rules of Engagement with Industry



Additional Restrictions



- **No sales promotion unless specifically instructed**



Prohibition on Sales Promotion

"The President shall continue to instruct United States diplomatic and military personnel in United States missions abroad that they should not encourage, promote, or influence the purchase by any foreign country of United States-made military equipment, unless they are specifically instructed to do so by an appropriate official of the executive branch"

SECTION 515 (f), FAA, 1961, AS AMENDED



Who are appropriate officials?



**Secretary of
Defense**



**Secretary of
State**



**Combatant
Commander**



Service Chief of Staff



U.S. Embassy Support of Defense Trade

"The United States will take such steps as tasking our overseas mission personnel to support overseas marketing efforts of American companies bidding on defense contracts, actively involving senior government officials in promoting sales of particular importance to the United States."



***State
Department
Message***

**SECSTATE Christopher
180317Z Feb 95
SECSTATE Message
"Conventional Arms
Transfer
Policy"**



Promote Sale of US Systems

- **Encourage foreign governments to procure from American sources. (Either FMS or DCS)**



**William J Perry
Secretary of Defense
21 July 1995**



SAO-Rules of Engagement

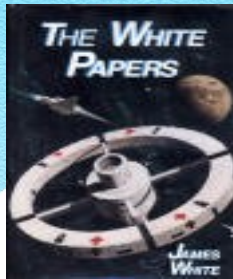
- **Support of U.S. defense companies, but:**

Remain Impartial

- **SAO can endorse one product when directed by DoD**



SAO Support (No Export License)



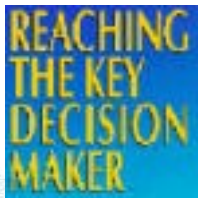
Defense White Papers



Budget Process



Organizational Charts



Key Decision Makers



Requirements



Spending Limits



SAO Support: (Valid Export License)



Estimated requirements



Sales tactics



**Assist w/
appointments**



Attend meetings



Department of Commerce



**Commercial
Attaché**



**Foreign Commercial
Service**



Commercial Attaché Services



**Gold
Key**



**American Chamber of
Commerce**



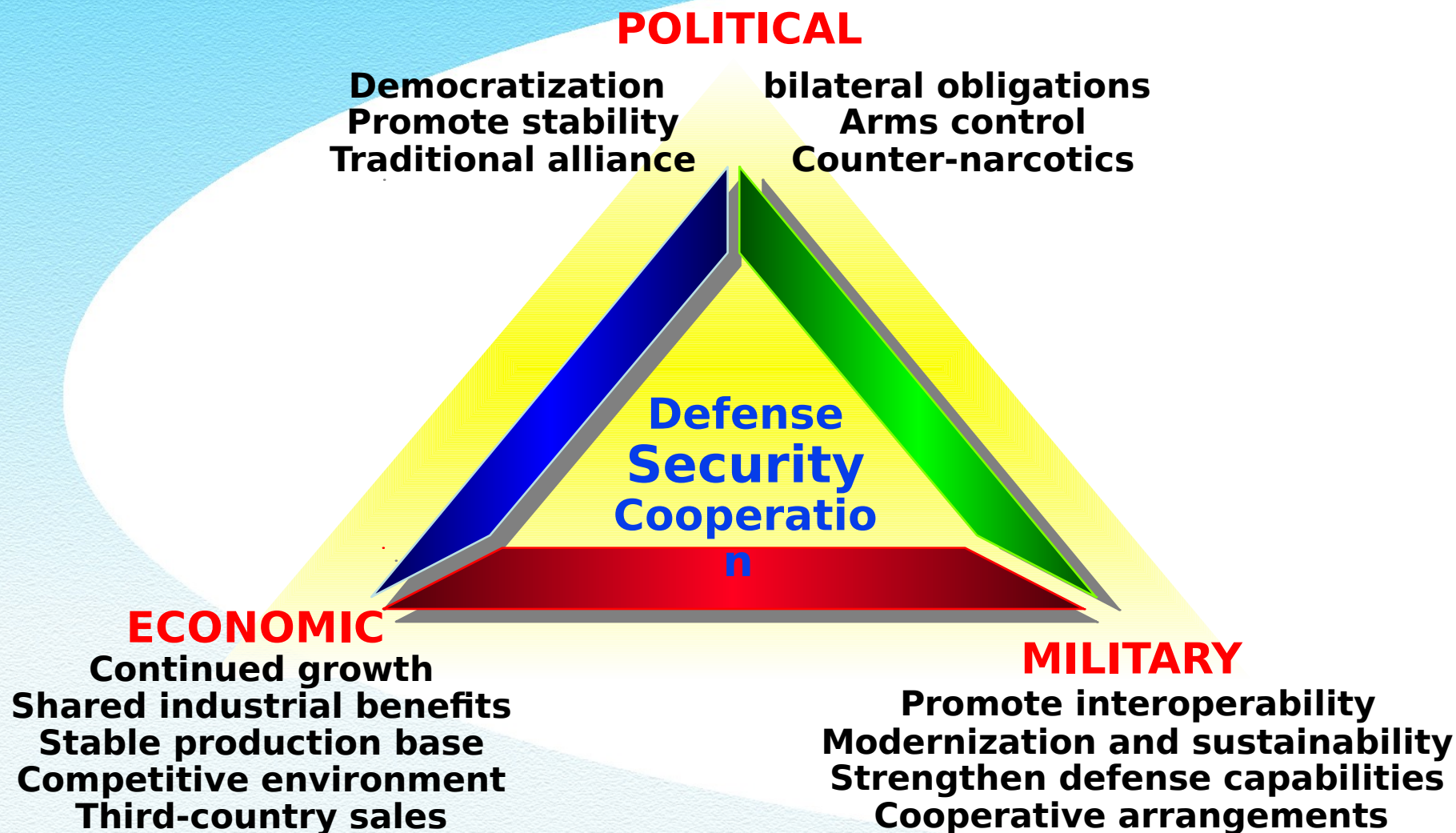
**Local
Agents**



**Market
analysis**



US/host country International Programs Environment



Security

Assistance

Organization

and

Responsibilities

